

workforce requirements

: recession and recovery

setting targets
and working
together
to achieve them

www.workforcecoalition.ca



APMA



COCA Construction in Ontario



Canadian Manufacturers & Exporters
Ontario Division



CONNECT

Colleges of Ontario Network for Education and Training



Canadian Restaurant and Foodservices Association
Association canadienne des restaurateurs et des services alimentaires



THE GREATER TORONTO HOTEL ASSOCIATION

OACET

ONTARIO APPROPRIATE COUNCIL



OACETT
The Technology Professionals in Ontario



ONTARIO CHAMBER of COMMERCE



ONEIA
Ontario Environment Industry Association (ONEIA)
www.oneia.ca



ONTARIO MARINE OPERATORS ASSOCIATION



ONTARIO RESTAURANT HOTEL & MOTEL ASSOCIATION



POWER WORKERS' UNION



Retail Council of Canada



ONTARIO



TORONTO FINANCIAL SERVICES ALLIANCE

In 2007, business, education and labour leaders came together to form Ontario's Workforce Shortage Coalition, dedicated to raising awareness of the emerging skills shortage challenge. The coalition represents more than 100,000 employers and millions of employees.

A Conference Board of Canada report prepared for the coalition predicted Ontario will face a shortage of more than 360,000 employees by 2025. Employers will need more highly skilled workers as technology changes and competition for customers grows tougher. As well, baby boomers are retiring and the number of young workers is about to plummet.

The coalition has now consulted with 700 individuals and organizations representing business, labour, education and government from across Ontario. Its recommendations are based on these consultations, recent research, and the views of members of the constituent organizations.

Immediate action to get through the recession

In a recession, workers and employers share similar concerns about business survival and job retention. It is harder for firms to retain the skilled workers they will need until the recovery comes. It is essential that governments take extraordinary steps to:

- Provide the supportive business climate (lower taxes and elimination of unnecessary regulation) that employers need to survive the recession and to maximize growth during the recovery
- Make quick changes to postsecondary and adult retraining programs to accommodate an increased number of students who cannot find jobs, adults who have lost their jobs and need re-skilling, and adults who

want to gain qualifications to ensure they can survive in a rapidly changing work environment

- Extend the Apprenticeship Training Tax Credit to all Ontario apprenticeship programs.

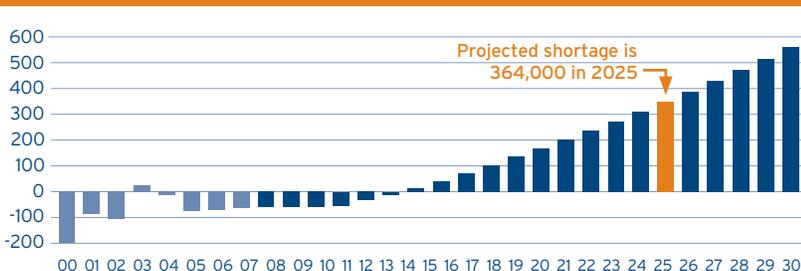
Strategies to supply the workforce needed for sustained growth

Looking to the longer term, the first barrier to a robust recovery will be the lack of skilled workers available to small business. For example, shortages of tradespersons would reduce the capability of small and medium enterprises (SMEs), inhibit the revitalization of the manufacturing and resource sectors, and discourage value-added tourism. It would also jeopardize government priorities such as infrastructure renewal and environmental protection.

With more skilled workers to draw on, Ontario can attract investment and avoid skills bottlenecks that limit potential and transfer opportunity and momentum to our competitors. Producing the skilled people employers need will also help address poverty: many adults without postsecondary credentials, especially from under-represented groups, are not working.

If Ontario is to have a solid recovery and sustained growth, action must be taken now to ensure there is an attractive business climate, strategic infrastructure, and an effective skills strategy. The Ontario government's Reaching Higher plan, expansion of literacy and apprenticeship programs, and increased Co-op and Apprenticeship Tax Credits demonstrate a strong commitment to supplying the skilled workers Ontario needs for recovery and sustained growth. This report describes the key elements central to an Ontario knowledge and skills strategy for the next decade.

Conference Board: By 2025, Ontario could face a shortfall of 364,000 workers



Source: Conference Board of Canada, 2007.

What we heard

A strong consensus for action

"As our country braces for more economic uncertainty, we can choose to invest in a skilled workforce that can compete with the best the world has to offer, or we can continue to turn our back on the problem and force employers to fight among themselves for an ever-more scarce resource."

Jayson Myers, president, Canadian Manufacturers & Exporters, 2008.

To succeed in a tougher national and global environment, with an aging population, Ontario requires a renewed balance of responsibility and more effective co-operation between government, employers, labour and educators. There is a consensus that many challenges are beyond the capability of unco-ordinated players acting alone. We need a proactive skills strategy that co-ordinates government and partner activities. It will:

- Reaffirm that Ontario's competitive advantage and success in attracting investment depends on an attractive business climate and workforce skills that exceed those available to its competitors in Canada and globally
- Continue shifting from short-term "take any job" policies to programs such as the Second Career Strategy, which create meaningful, long-term attachment to the workforce based on better information about skills requirements within individual sectors
- Recognize the challenges posed by the predominance of 'non-standard' jobs (temporary, part time, self-employed) for employee training and re-skilling, and its impact on smaller employers, who hire 94 per cent of young workers
- Integrate skills policies with poverty reduction strategies for unskilled and under-represented groups.

"There were 100,000 jobs going begging in Ontario last year, and they tend to be more highly skilled jobs."

Premier Dalton McGuinty, 2008.

"Changing workplace demographics and the current economic environment have put increased demands on the supply of skilled workers. Clearly, Canada must work towards refining the delivery mechanisms for bridging and training programs as well as improved labour mobility and better information networks."

Anthony Ariganello, president and CEO of CGA-Canada, 2008.

"In order for Canada to attract and develop talent, governments should take steps to create the best educated, highest skilled and most flexible workforce in the world."

Competition Policy Review Panel, Compete to Win, June 2008.

"Other countries such as United States, United Kingdom and Australia have been proactive in their development of strategic educational and developmental initiatives and partnerships to advance and develop capabilities in critical technological disciplines."

Canadian Aerospace Human Resources Strategy, 2008.

"The importance of a strong training system to competitiveness was underscored by a recent report by Colleges Ontario and a broad coalition of business associations, unions and students. The report stated that Ontario must make a concerted effort to address potential skills shortages as competitive pressures grow and a wave of retirements begins."

Ontario Economic Outlook and Fiscal Review, 2007.

The challenge for employers

Ontario's strong emphasis on skills in past decades has paid off; job growth since 1990 has been higher in Ontario than in the U.S., and it is closely linked with Ontario's rapid increase in postsecondary graduates.

Ontario employers now have a big skills advantage over their U.S. competitors. Most industries have essentially the same number of university graduates, but far more college graduates, with an education designed to meet employer requirements. As a result, Ontario's private sector includes a higher share of high-skill industries than the U.S., and a higher proportion of the overall Ontario population is working.

To help business get through the recession and emerge with the strength to successfully compete in the recovery, the coalition supports the government's decisions to cut corporate taxes and reduce business regulations by 25 per cent.

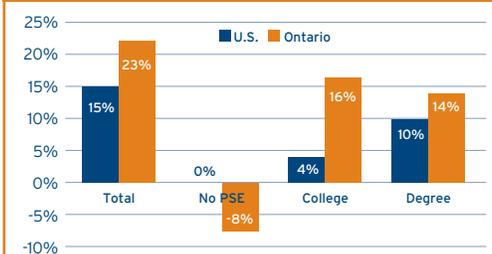
At the same time, employers will need to recognize that they will be facing a different reality within a few years; one of chronic labour shortages that will require them to:

- Develop a clear picture of their longer-term employment needs, to ensure they have the right skills when business opportunities arise
- Look to aboriginals, persons with disabilities, immigrants, and women in non-traditional careers for skilled employees and managers
- Build a training culture by keeping employees up to date on technology and encouraging employees to attend relevant educational courses through flexible work hours, recognition and rewards
- Strengthen public awareness of skills shortages and the value of all career pathways. Work with unions, educators and community leaders on co-ordinated and innovative messaging.

Examples of employer actions

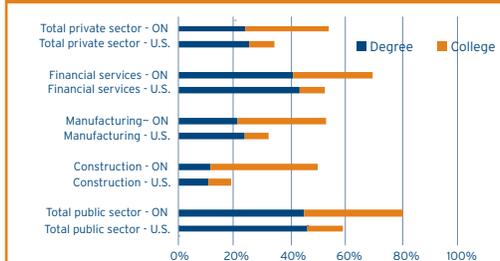
- The *Canadian Manufacturers & Exporters* program, "Business Takes Action" (BTA), calls upon employers to "take action" by hiring persons with disabilities. This is the first program of its kind intended to advocate in the interest of employers, and was developed entirely with feedback from its founding employer members. In exchange for the employers' commitment, BTA can help employers source, hire and accommodate skilled persons with disabilities, which is critical to the many employers facing skill shortages.
- An *Ontario Mining Association* video, *Mining New Opportunities*, is intended to help First Nations residents gain a better understanding of the mineral industry and the employment and entrepreneurial opportunities it offers. The film was created by Big Soul, an aboriginal-owned and operated television production house. It is produced in Cree, Oji-Cree, Ojibway, English and French.
- The *Alliance of Ontario Food Processors* is looking to attract new employees by enhancing the image of the sector.

Ontario job and skills growth exceeds U.S. (1990-2005)



Sources: U.S. Census "Years of school completed by Persons 16 years old and over," March 1991, and "Educational Attainment of Employment Civilians 18 to 64," 2005 and Statistics Canada, table 282-0004.

Ontario employers have same proportion of degrees, far more college graduates than U.S.



Sources: U.S. Census Bureau, Current Population Survey, 2006 Annual Social and Economic Supplement, Educational Attainment of Employed Civilians 18 to 64 Years, by Industry. Statistics Canada, special tabulation, 2006.

The challenges faced by small businesses

The coalition believes that the government's recent tax reductions and commitment to reduce regulation will help small businesses weather the recession and emerge ready to compete in the recovery. However, many SMEs are currently not profitable and are very concerned about mandated wage increases and new required employment practices.

One-third of the 320,000 SME employers in Ontario are immigrants (110,000). There are 50,000 construction employers, 44,700 retailers, 23,100 hospitality employers and 28,000 tradesperson employers. Another 220,000 immigrants are self-employed, without employees, along with more than 50,000 in retail and hospitality and 50,000 tradespersons. There are 45,000 entrepreneurs in the arts, almost all without employees.

SMEs employ 94 per cent of young Ontarians, 90 per cent of workers without postsecondary credentials and 70 per cent of tradespersons. Overall, the private sector employs 85 per cent of all immigrants.

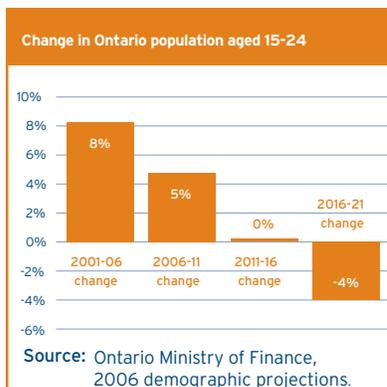
When the recovery comes, the skills shortage will hit small businesses first. One-quarter of their employees are soon-to-be scarce young workers (compared to one-tenth of large business and public sector employees). Half of accommodation and food service workers are young, as are 40 per cent in information and culture and over one-third of those in retail.

In the current training system, SMEs are burdened with a very large portion of the costs of training both apprentices and unskilled workers without postsecondary credentials, simply because they hire the vast majority. While it is a societal objective to increase the number of apprentices who complete their trades credentials, and to substantially increase access to education and training of less-skilled Ontarians, this is not a burden that SMEs are able to accept.

In contrast, larger employers, such as the public sector, hire few apprentices or unskilled employees, and typically incur little or no cost to train postsecondary graduates, who comprise a large share of their workforces. For example:

- Doctors, lawyers and architects were all once trained by the sector itself as apprentices, but now their training costs have been shifted to government and students
- The training costs for new skilled occupations, such as in information technology, are also not borne by the individual sectors.

To ensure that every Ontarian has access to the skills they need to participate fully in the workplace, adult training – including apprenticeship – must be transformed, and society must take on a greater share of the cost.

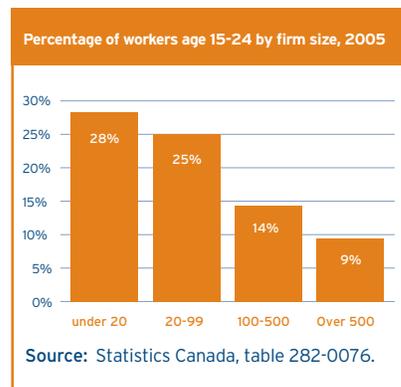


"Tourism in Ontario [faces] two key challenges: first, there is a pending labour shortage in the sector and second, our service quality must be top notch so we must be able to train great tourism workers... However, there is no overarching provincial strategy to meet the tourism sector's needs."

Ontario tourism competitiveness study, 2008.

The Ontario Chamber of Commerce urges the Government of Ontario to:

- Explore and support certification programs designed to give workers with intellectual disabilities the skill sets that would enable them to earn self-sustaining wages
- Work with local and federal levels of governments to develop a grant system that subsidizes the participation of workers with intellectual disabilities in these specialized certification courses, in particular co-op placements for entry-level jobs
- Support the establishment of an adult education and training system that improves opportunities for adults with intellectual disabilities to increase job-related skills, pursue further education and training, and ultimately enhance their personal well-being and quality of life.



The challenge for educators

Skills Canada – Ontario, with many corporate partners including the Ontario Mining Association, Hydro One, Ontario Power Generation and Union Gas, is affiliated with 1,273 elementary schools and 714 secondary schools within Ontario. It informs students about new career opportunities due to emerging skills shortages and occupational choices. Each year, Skills Canada – Ontario visits more than 5,000 classrooms and speaks to 150,000 young people about the career opportunities available through a skilled trade or technology sector.

Less than half of Ontario's college students come directly from high school. As a result, Ontario's colleges play a critical role in meeting the learning needs of adults who have not completed high school, who require help with literacy or numeracy, who have been internationally trained but lack Canadian experience, or whose first language is not English or French. They may require focused supports and services to complete their postsecondary studies and achieve their career goals.

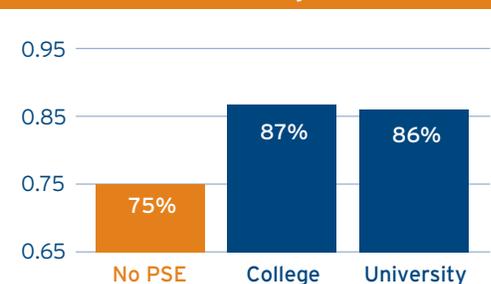
In a recession, many Ontarians turn to education to help them prepare for a new career. It is essential that governments take extraordinary steps to:

- Make quick changes to postsecondary and adult retraining programs to accommodate an increased number of students who cannot find jobs, adults who have lost their jobs and need re-skilling, and adults who want to gain qualifications to ensure they can survive in a rapidly changing work environment.

Over the longer term, educators need to:

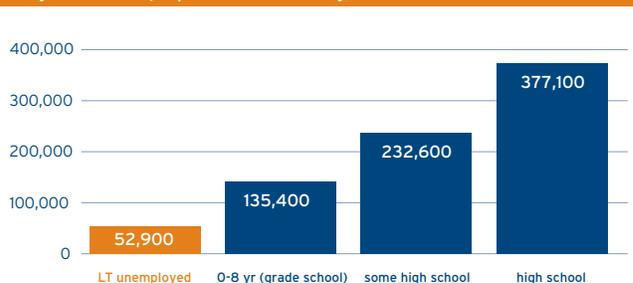
- Value all career pathways. Transform the curriculum from kindergarten through postsecondary education to integrate theory with hands-on learning and science with applied technology. Ensure students are exposed to a full range of postsecondary and workplace options
- Value and accommodate different types of learning. Develop and offer more flexible programs such as 'learning-by-doing'
- Integrate real-world experiences. Relate curriculum to a wide range of workplace challenges and real world applications, such as integrating shop, technology and science, and focusing on linkages between students and potential employers. For example, expanding co-op opportunities and school visits to work sites
- Ensure postsecondary programs adapt quickly to labour market needs
- Collaborate on a provincewide and transparent system for the transfer of completed postsecondary credits.

Ontario employment rates
(educational attainment, age 25-44, 2006)



Source: Statistics Canada, table 282-0004.

Potential client base:
long-term unemployed vs. not working, 2006



Source: Statistics Canada, table 282-0004.

“When we improve the quality of public education, when we provide our young people in particular with the skills they need to succeed, we get the best workers, who land the best jobs, who in turn build the strongest economy, which funds everything we want to do together.”

2007 Ontario throne speech

While their fundamentals are better than most countries, Canada and Ontario have not escaped the global recession. The recovery could start late in 2009, but it is unlikely that unemployment will drop significantly before late 2010.

The recession will be worst for young Ontarians, especially those without certified competencies most needed by employers. The coalition supports the recent expansion of training programs, such as literacy programs and Second Career, which are designed to improve workplace skills.

Apprentices are necessarily last on but first off, and in a recession, they risk losing their career paths. The coalition suggests reforming funding for alternative training schedules for apprentices to better accommodate employer workload priorities and improve apprenticeship completion. For example, allow back-to-back education modules, more e-learning, and allow apprentices to complete portions of their workplace hours and secure the needed skills/experience by expanding the in-school component to include select “equivalent-to-work experiences” through hands-on shop and simulation experience and in-college placements.

As the economy starts improving, Ontario should address both economic opportunity and poverty reduction by shifting government priorities from creating jobs to raising marketable skills, so that employers can hire qualified workers. This will require both a higher number of postsecondary graduates equipped to take on the new challenges that the workplace now demands, and a much greater effort to ensure adults have the skills they need to succeed as the workplace transforms.

Government actions

The “Reaching Higher” plan and the 2008 and 2009 provincial budgets reaffirm:

- Ontario’s competitive advantage depends on workforce skills that exceed those available to its competitors in Canada and globally
- There is a need to integrate skills and poverty reduction policies for unskilled and under-represented groups.

The 2008 and 2009 Ontario Budgets made excellent use of new federal funding by significantly increasing investments in postsecondary education and skills. Priorities include the Second Career program, enhanced capital and operating funds, tax incentives for apprenticeship, and additional funding for educating recent immigrants and for literacy programs.

The coalition believes that Ontario’s competitive advantage and success in attracting investment depends on a favourable business climate and workforce skills that exceed those available to its competitors in Canada and globally.

The approach recommended by *Ontario’s Workforce Shortage Coalition* for a ‘knowledge and skills strategy’ is best captured in the phrase: “Neither a moment or a mind to waste,” which was the title of both a report by the Canadian Council of Chief Executives in 2006 and a Canada Millennium Scholarship Foundation international conference in 2008.

This strategy should:

- Continue shifting from short-term “take any job” policies to programs such as the Second Career Strategy, which create meaningful, long-term attachment to the workforce based on better information about skills requirements within individual sectors
- Recognize the challenges posed by the predominance of ‘non-standard’ jobs (temporary, part time, self-employed) for employee training and re-skilling and its impact on smaller employers, who hire 94 per cent of young workers
- Integrate skills policies with poverty reduction strategies for unskilled and under-represented groups.

The coalition believes the targets and recommendations set out in this report are a core element of a successful knowledge and skills strategy.

The coalition proposes \$180 million in provincial investments over five years. This funding, combined with employer contributions and the resources already invested through Reaching Higher and the skills initiatives in the last two Ontario budgets, will go a long way to filling skills gaps and reaching skills targets by 2020.

Immediate action to get through the recession

Business survival is the first priority in a recession. The coalition supports the Ontario government's decision to lower corporate taxes and to reduce unnecessary regulations. However, many SMEs are not currently profitable and are very concerned about mandated wage increases and new required employment practices.

The coalition supports the government's expansion of skills training initiatives, including Second Career, to address essential skills shortages and to integrate newcomers into the workplace. Further action in these areas may be warranted in the absence of a strong recovery. In addition, the government and the postsecondary system should accommodate students continuing or returning to school due to the difficulty in finding jobs.

Apprenticeship is a particular concern, as 70 per cent of tradespersons are employed by small businesses. Apprentices are necessarily last on but first off, and in a recession they risk losing their career paths. The coalition suggests:

- Accommodating employer workload priorities and improving apprenticeship completion by reforming funding for alternative training schedules for apprentices. For example, support back-to-back education modules, e-learning, and allow apprentices to complete portions of their workplace hours and secure the needed skills/experience by expanding the in-school component to include select "equivalent-to-work experiences" through hands-on shop and simulation experience and in-college placements
- Better preparing students (particularly women and under-represented groups) to transition into apprenticeships by expanding the availability of programs such as the co-op programs at colleges and by encouraging Second Career participants to enter these programs
- Addressing the skills challenges of all sectors by extending the Apprenticeship Training Tax Credit to all Ontario apprenticeship programs.

Targets to supply the workforce needed for sustained growth through 2020

In the long term, a robust economy depends on an attractive business climate, strategic infrastructure, and an effective skills strategy with agreed targets. The coalition proposes:

Employment targets for 2020

To maximize economic growth and improve access to employment:

- The Ontario employment rate* for adults ages 25 to 54 should rise to 85 per cent. The share of employed under-represented groups (e.g., disabled, aboriginals, recent immigrants) should steadily increase
- The "Ontario Provincial Nominee Program" should expand to 1,000 annually by 2010, to 5,000 by 2015 and to 20,000 by 2020, to address regionally significant occupational shortages.

Skills targets for 2020

To ensure that employees have the skills to function effectively in Ontario's dynamic, skills-based economy:

- All high school students should have the opportunity to engage in applied technical and/or business education, including direct exposure to postsecondary programs and workplace environments
- More than 75 per cent of young adults ages 25 to 34 should have postsecondary credentials
- Seventy per cent of apprentices should complete their programs
- Thirty-five per cent of employees should participate in training each year, including apprenticeship and essential workplace skills
- There should be a strong increase in the number of individuals from under-represented groups with postsecondary credentials.

*Employment rate: the number of persons employed expressed as a per cent of the population.

Workplace skills for tomorrow

There is a need to address longer-term skills requirements and succession planning through workforce training. The Ontario government should invest \$10 million over five years, available to employers or employers/postsecondary consortia on a matching basis, to:

- Support demonstration projects to:
 - Establish core competencies for jobs critical to employer groups to allow for more efficient training, greater workforce mobility and streamlined hiring processes
 - Assist employers in becoming more inclusive by accommodating the needs of new hires, under-represented groups, mature employees and return-to-work employees.
- Encourage firm-specific training and partly fund industry-specific training, which keeps workers up to date on emerging technology and business practices.

The government should invest \$15 million over five years, not matched by SMEs, to:

- Fully fund the portion of training targeted at basic literacy and numeracy skills if delivered by local colleges – on site or at a college.

Investing in advanced skills infrastructure

The Ontario government should invest \$60 million over five years, available to employers/postsecondary consortia on a matching basis, to provide start-up funding for employer-college/university training partnerships to attract investment and retain jobs. Joint funding will enable colleges and universities to:

- Design, equip and implement new and substantially modernized high-priority postsecondary and adult programs required by employers
- Structure formal arrangements with employer groups for selected postsecondary training to take place in employer locations, utilizing employer's advanced equipment and facilities.

Apprenticeship retention and completion

In addition to the immediate measures listed on the previous page, the following initiatives will motivate more small businesses to invest in more apprentices. The coalition's recommendation is for government funding of \$15 million annually to:

- Extend the Apprenticeship Training Tax Credit to all Ontario apprenticeship programs

- Provide immediate access to each new apprentice for language, mathematics and other essential competencies, and fund their enrolment in continuing education classes to address deficiencies prior to taking the in-school portion of the apprenticeship
- Fund refresher courses for applicants for certificates of qualification to reduce the failure rate
- Institute a new mentoring program designed to support and encourage apprentices and employers to complete programs.

Skilled immigrant attraction and workforce integration

Government should invest up to \$5 million annually by the fifth year to ensure Ontario employers have a stronger role throughout the immigration process. The coalition's recommendations are to:

- Provide candidates, prior to immigration, with enhanced labour market information based on employer priorities, assess competency and occupational language skills, and encourage colleges to offer initial upgrading – for example, via distance education
- Improve immigrant orientation by determining employment readiness and the need for further occupational language skills, responsive career/technical programs, bridging programs, etc.
- Streamline temporary workers' reapplications, and encourage them to become permanent residents
- Fast-track work and study visas for international students in foreign postsecondary programs affiliated with and audited by Ontario colleges and universities.

Information for career and employment decision-making

Government should provide funding of \$10 million over five years to complement existing and planned employer initiatives. This should be co-ordinated to exploit synergies and hence increase the impact of individual sector projects. The coalition's recommendations are to:

- Inform students, with specific focus on under-represented groups, about new career opportunities due to emerging skills shortages and occupational choices
- Create an integrated informational campaign to co-ordinate and enhance individual association campaigns. This could include a focus on new media, pilot projects to visit employers, and common web portals such as the Ontario College Application Service (OCAS) portal offering multi-media content on career opportunities, etc.
- Showcase best-practices demonstration projects showing how employers can reach out to under-represented groups.

Who we heard from: 700 stakeholders from across Ontario

Recognizing that identifying the challenge was only the first step in addressing the skills shortage, Ontario's Workforce Shortage Coalition invited a broad-based group of 700 government,

business, union, and education stakeholders to come together in Toronto and in 10 other communities across Ontario to discuss solutions.

8020Info Inc.
 1000 Islands Region Workforce Development Board
 Aboriginal Institutes' Consortium
 Adecco
 AISEC Canada
 Agropur
 Algonquin and Lakeshore
 Catholic District School Board
 Algonquin Automotive
 Air Transport Association of Canada
 Aircraft Appliances & Equipment Limited
 Algonquin College
 Allan Graphics
 Alliance of Ontario Food Processors
 American Technical Publishers
 apprenticesearch.com
 ArcelorMittal – Dofasco
 Association of Canadian Community Colleges
 Autism Ontario
 Automotive Parts Manufacturers' Association (APMA)
 Bank of Nova Scotia
 Barrie Hydro
 Barrie Metals
 Barrie Chamber of Commerce
 Bayview Wildwood
 Bell Canada
 Belleville Chamber of Commerce
 Belleville Volkswagen
 Bernadette Beaupre & Associates Consulting
 Best Western – Orillia
 BMO
 Borden Ladner Gervais LLP
 BrightStaff
 Brigus Group
 Building Industry and Land
 Development Association (BILD)
 Council for Automotive Human Resources (CAHR)
 C.A.M. Solutions
 Cambrian College of Applied Arts & Technology
 Canadian Automotive Repair
 & Service (CARS) Council
 Canadian Auto Workers – Alcoa Action Centre
 Canadian Auto Workers
 Canadian Business Hall of Fame
 Canadian Cancer Society
 Canadian Food Industry Council
 Canadian Manufacturers & Exporters
 Canadian Payroll Association
 Canadian Plastics Sector Council
 Canadian Policy Research Networks
 Canadian Red Cross
 Canadian Society for Training and Development
 Canadian Steel Trade
 & Employment Congress (CSTEC)
 Canadian Supply Chain Sector Council
 Canadian Union of Skilled Workers

Canadian Union of Steel Workers
 Canadian Welding Bureau/
 Canadian Welding Association
 Canadore College
 Career Edge Organization
 Carpenters District Council of Ontario
 Carpenters Local 27 Joint
 Apprenticeship & Training Trust Fund
 Centennial College
 Centennial College Student Association Inc.
 Central East Community Care Access Centre
 CertainTeed Gypsum Canada Inc.
 CFB Borden
 Chubb Security
 Cisco Systems Canada
 City of Barrie
 City of Belleville
 City of Brampton
 City of Brampton Economic Development Office
 City of Brockville, Economic Development
 City of Hamilton
 City of Hamilton,
 Economic Development & Real Estate
 City of Kingston
 City of Orillia
 City of Toronto
 CMO
 Collège Boréal
 College Compensation & Appointments Council
 College Student Alliance
 Colleges Ontario
 Conestoga College
 Confederation College
 CON*NECT
 Corus Entertainment (Kingston)
 Construction Recruitment
 External Workers Service (CREWS)
 Council for Access to
 the Profession of Engineering (CAPE)
 Council of Ontario Construction Associations
 Council of Ontario Universities
 Credit Valley Hospital/Peel Region Cancer Centre
 David Trick and Associates
 Deloitte
 Dial One Wolfedale Electric
 Domtar
 Don Leslie
 Durham Catholic District School Board
 Durham College
 Ecoprint
 Elecsar Engineering
 Electricity Sector Council
 Empire Life Financial Group
 Ernest C. Drury School for the Deaf
 Fanshawe College
 Federated School of Mines

Fédération des cégeps
 First Nations Technical Institute (FNTI)
 Fleming College
 Gap Inc.
 Garfield Dunlop – MPP
 George Brown College
 Georgian College
 Golf Town
 Grand & Toy
 Grand Erie District School Board
 Grand River Foods
 Greater Barrie Home Builders Association
 Greater Essex County District School Board
 Greater Kingston Chamber of Commerce
 Greater Peterborough Area
 Economic Development Corporation
 Greater Sudbury Hydro Inc.
 Greater Toronto Hotel Association
 GreGor Homes
 Guelph Chamber of Commerce
 Halton Industry Education Council
 Halton District School Board
 Hamilton District Autobody Repair Association
 Hamilton Health Sciences
 Hamilton-Wentworth Catholic District School Board
 Hamilton-Wentworth District School Board
 Hastings and Prince Edward District School Board
 Hays Specialist Recruitment Canada Inc.
 Herman Miller Canada
 Hick Morley LLP
 Hilden Homes
 HMV Canada Inc
 Hospice Quinte
 Human Resources and Skills Development Canada
 Human Resources Professionals
 Association of Ontario
 Human Resources Professionals
 Association of Ontario - Kingston
 Humber Corporate Education Centre
 Humber Institute of
 Technology & Advanced Learning
 IBM Canada
 Industry Canada
 Industry-Education Council of Hamilton
 Information Technology Association of Canada (ITAC)
 Institute of Chartered Accountants
 Interior Systems Contractors Association of Ontario
 International Brotherhood of Electrical Workers
 International Union of Painters
 Invista (Canada)
 Junior Achievement of Canada
 Jensen Neely
 Job Connect
 Joint Training and Apprenticeship
 Committee - U.A. Local 787
 Keyes Employment Agency

King Cole Ducks
Kingston Construction Association
Kingston Economic Development Company (KEDCO)
Kwik Kopy
LaFarge Ready-Mix
Lambton Kent District School Board
Landscape Ontario
LaPalm Moving
Lassonde Beverage Canada
Lawson Management Consulting
Le Royal Méridien King Edward
Life in the County
Limestone District School Board
Linamar Corporation
Lincoln Electric Company of Canada
London Economic Development Corporation
Loney Landscaping
Loyola Community Learning
Loyalist College
Maple Leaf Consumer Foods
Maple Leaf Sports and Entertainment (ACC)
Marsh Insurance
Media Matters Incorporated
Messier-Dowty Inc.
Métis Nation of Ontario
Mohawk College of Applied Arts and Technology
Mohawk Students' Association
Mortgage Intelligence
Motor Carrier Passenger Council of Canada
Multilingual Community Interpreter Services
Municipality of Brockton
National Research Council of Canada
Niagara Catholic District School Board
Niagara College
Niagara College Student Administrative Council
Niagara Food Specialties, Inc.
Northern College
Northern Ontario Welding College
Novelis Inc
Novotel Toronto Centre
Ontario College Application Service
Ontario College Administrative Staff Organization
OEB Enterprise Inc.
Office of the Premier of Ontario
Ontario Association of Certified Engineering Technicians and Technologists (OACETT)
Ontario Association of Medical Radiation Technologists
Ontario Building Officials Association
Ontario Building Trades Council
Ontario Centres of Excellence
Ontario Chamber Of Commerce
Ontario Dental Hygienists' Association
Ontario Electrical League
Ontario Environment Industry Association (ONEIA)
Ontario Federation of Labour
Ontario General Contractors Association (OGCA)
Ontario Good Roads Association
Ontario Hospital Association
Ontario Independent Meat Processors

Ontario Literacy Coalition
Ontario Marine Operators Association
Ontario Mining Association
Ontario Ministry of Citizenship and Immigration
Ontario Ministry of Economic Development and Trade
Ontario Ministry of Education
Ontario Ministry of Finance
Ontario Ministry of Intergovernmental Affairs
Ontario Ministry of Northern Development and Mines
Ontario Ministry of Training, Colleges, and Universities
Ontario Native Literacy Coalition
Ontario Painting Contractors Association
Ontario Provincial Police
Ontario Restaurant Hotel & Motel Association (ORHMA)
Ontario Sewer and Watermain Construction Association
Ontario Tourism Education Corporation (OTEC)
Orillia & District Chamber of Commerce
Orillia, Muskoka & District Labour Council
Ottawa Carleton District School Board
Panduit Canada Corp.
Peel Halton Dufferin Training Board
Peel Region Employment Preparation (PREP)
Plant Newspaper
Platespin
Pottruff & Smith Insurance Brokers
Power Workers' Union
Power Workers' Union Training Inc.
Quinte Economic Development
R & F Construction
Renfrew County District School Board
Retail Council of Canada
Reynolds O'Brien
Rogers Communications Inc.
Rosewater Spa of Oakville
Royal Bank of Canada
Royal Victoria Hospital
Ryerson University
Sault College
Schneider National Inc., Canada Division
Service Canada, Ontario Region
Simcoe County District School Board
Simcoe County District Separate School Board
Simcoe County Training Board
School of Policy Studies, Queen's University
Scotiabank
Seneca College
Sheridan Institute of Technology and Advanced Learning
Sheridan Student Union Incorporated
Simcoe County District School Board
Simcoe Muskoka Catholic District School Board
Skilled Trades Commission
Skills Canada-Ontario
Skills for Change
SLC Transport Inc.

SNAP Quinte
Society of Composers, Authors and Music Publishers of Canada (SOCAN)
Society for Quality Education
St. Clair College
St. Lawrence College
St. Lawrence College Job Connect (Kingston)
Starboard Communications
Steve Watson – Consultant
Student Association of St. Lawrence College
Ted Handy & Associates Inc., Architects
Teddington
The Alliance of Sector Councils
The Clearing House
The Corporation of the City of Woodstock
The Fairmont Royal York
The Learning Partnership
The Sargeant Company
The UPS Store
Thomas Estevez Design
TORMONT
Toronto and Ontario Automobile Dealers Association
Toronto Business Development Centre
Toronto Catholic District School Board
Toronto Central Community Care Access Centre
Toronto District School Board
Toronto Economic Development Corporation
Toronto Hydro
Toronto Region Immigrant Employment Council (TRIEC)
Toronto Region Research Alliance
Toronto Training Board
Town of Caledon
Toys "R" Us
Trenval
Trillium Health Centre
Union of Ontario Indians
University of Toronto
University of Waterloo
United Steel Workers (USW)
Vale Inco
Vanbots Construction Corporation
Volunteer and Information Quinte (V I Q)
Waterloo Wellington Training & Adjustment Board
Waterloo Region District School Board
Whitworth's Masonry Contractors
Wolf Steel Ltd.
Woodbine Entertainment Group
Working Skills Centre
World Education Services
Xstrata Canada Corporation
York Region District School Board
York Region Training & Adjustment Board
York University
Yorkdale Adult Learning Centre and Secondary School
Your Workplace Magazine

Coalition members

Alliance of Ontario Food Processors
Automotive Parts Manufacturers' Association
Canadian Manufacturers & Exporters
Canadian Restaurant and Foodservices Association
College Student Alliance
Colleges Ontario
CON*NECT
Council of Ontario Construction Associations
Greater Toronto Hotel Association
Ontario Aerospace Council
Ontario Association of Certified Engineering Technicians and Technologists
Ontario Chamber of Commerce
Ontario Environment Industry Association
Ontario General Contractors Association
Ontario Marine Operators Association
Ontario Mining Association
Ontario Restaurant Hotel & Motel Association
Ontario Tourism Council
Power Workers' Union
Retail Council of Canada
Skills Canada - Ontario
Toronto Financial Services Alliance